



County of Los Angeles CHIEF EXECUTIVE OFFICE

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Chief Executive Officer

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Fifth District

January 11, 2010

To: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) PROJECT – FOURTH QUARTERLY STATUS REPORT

As requested by your Board, this is the fourth quarterly status report for the Permit and Land Management Solutions (PALMS) Feasibility and Requirements Report (FRS) Project.

The purpose of the PALMS project is to identify, analyze, and recommend improvements to business processes and supporting technology that will increase the effectiveness and efficiency of the County's permitting and land management functions. A multi-departmental Executive Steering Body and Project Team, chaired by the Deputy Chief Executive Officer for the Community and Municipal Services Cluster, was formed to direct the project. The primary participating departments are:

- Assessor
- Fire
- Parks and Recreation
- Public Health, Environmental Health Division
- Public Works
- Regional Planning

Other departments that are involved in the project include:

- Chief Executive Office
- Chief Information Office
- Auditor-Controller
- Registrar-Recorder/County Clerk
- Treasurer and Tax Collector

"To Enrich Lives Through Effective And Caring Service"

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On January 6, 2009, your Board approved an Agreement with Woolpert, Inc. to assist the County in performing this project. Woolpert is an independent consulting and engineering firm with expertise in municipal permitting and land management processes and technology solutions that was selected via a competitive procurement process. The formal project kick off meeting was conducted on March 2, 2009.

During the most recent quarter several key project documents were finalized by Woolpert and approved by the County Project Team. These include:

- Business Process Mapping Report
- System Requirements Specification Report
- Complex Business Process Report

The County Project Team also received the draft of another key document: Scope of Optimal Enterprise System Report.

Workshops were held with County departmental project participants in order to prepare for the upcoming delivery of the Common Data Elements and Business Process Interfaces Report.

The project continues on schedule, on budget, and within the anticipated scope. The remaining project tasks are scheduled to begin during the first quarter of calendar year 2010. The project is scheduled to be completed by the end of April 2010. Additional project information is provided in the attached PALMS Quarterly Status Report (Attachment I).

Continuing the trend reported in the previous quarterly status reports, the project continues to identify a number of significant issues and associated opportunities for substantially improving the County's permitting and land management business processes and information systems.

We will continue to update your Board with the PALMS status on a quarterly basis through project completion. If your staff have any questions or need further information, they should contact Lari Sheehan, Deputy Chief Executive Officer at (213) 893-2477, or via e-mail at lsheehan@ceo.lacounty.gov.

WTF:LS:JJW:
JA:os

Attachment

- c: Executive Officer, Board of Supervisors
Acting County Counsel
Assessor
Acting Director of Regional Planning
Auditor-Controller
Chief Information Officer
Director and Health Officer of Public Health
Director of Parks and Recreation
Director of Public Works
Fire Chief
Registrar-Recorder/County Clerk
Treasurer and Tax Collector

PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS)
Quarterly Status Report
January 2010

The following is a high level quarterly status update regarding the Permitting and Land Management Solution (PALMS) project for the fourth quarter (October - December) of 2009:

Actions for October - December 2009

- Received updated drafts of the two deliverables for Task 3, Document Business Processes and Requirements. The two deliverables are the Business Process Mapping Report and the System Requirements Specification.

The deliverables underwent additional review and revision by County subject matter experts, Project Team and Executive Steering Body, and were accepted.

- Two business processes were analyzed in the Task 4 deliverable, Analysis of Most Complex Business Processes:
 - Subdivisions
 - Conditional Use Permits

The analysis identified a range of opportunities for potential process and technology improvements including Workflow/Document Management technology, Location/GIS technology, and the One Stop concept.

The deliverable was reviewed by County subject matter experts, Project Team and Executive Steering Committee and was accepted.

- Received and reviewed the deliverable for Task 5, Develop Scope of Optimal Enterprise System. The Scope of Optimal Enterprise System Report identifies the business processes with the PALMS scope. Of the 116 business processes that were originally identified and analyzed, 81 were determined to be within the scope of PALMS, while 35 were recommended to be outside the scope of PALMS.

Categories of processes within PALMS include the following:

- Land Management (aka Current Planning Process)
- Building and Safety
- Construction Permits
- Environmental Programs

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Quarterly Status Report

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- Zoning Permits and Enforcement
- Land Development Coordinating Center
- Supporting Process to the Above
- Fire Prevention Engineering
- Forestry Division

Categories of processes outside the scope of PALMS include the following:

- Environmental Programs
 - Mapping and Property Management
 - Advance Planning Processes
 - Assessor
 - Fire Department Processes Outside Fire Prevention Engineering and Forestry
 - Environmental Health Division, Public Health Department Processes (Outside the Land Management Processes)
- Processes that were determined to be outside the scope of PALMS may involve only a single department and can be addressed by the individual departments. Several processes may provide important information to PALMS or may depend on PALMS information, but are not involved in specific permitting and land management transactions. The relationships among all the processes will continue to be documented in upcoming deliverables.
 - A workshop was conducted with County subject matter experts to gather information in preparation for the deliverable for Task 6, Common Data Elements and Business Process Interfaces.
 - A workshop was conducted with County subject matter experts to gather information in preparation for the deliverable for Task 7, Develop Single Enterprise Process Flow.
 - A questionnaire to support Task 8, Costs, Risks and Benefits was developed.
 - Weekly Project Team calls were conducted with Woolpert and County Project Team members. Weekly project status reports were produced by Woolpert.
 - Monthly Executive Steering meetings were conducted with Woolpert and County Executive Steering Body members. Monthly project status updates were produced by Woolpert.

- Woolpert continued to update the project website. All project documents are located on the project website. Project communications are routed through and recorded on the website. All directly involved project participants were invited to register. Other County stakeholders may access the site after being granted a user name and password by Woolpert. The web address is <https://woolpert.centraldesktop.com/login>

Next Steps January - March 2010

- Complete Task 5, Determine Optimal Scope of Enterprise System.
- Complete Task 6, Analysis of Common Data Elements and Business Process Interfaces.
- Complete Task 7, Develop High Level Enterprise Process Flow.
- Complete Task 8, Document Costs, Risks and Benefits of PALMS Development Options.
- Begin Task 9, System Recommendations.
- Begin Task 10, Develop Implementation Strategy.
- Continue to conduct weekly project status calls
- Continue to conduct onsite Monthly Project Status Meetings.
- Conduct a Board Deputies Update.